

10 October 1966

The Honorable Clark M. Clifford, Chairman
President's Foreign Intelligence Advisory Board
Executive Office Building
Washington, D. C.

Dear Clark:

You will note in the proposed draft Presidential letter I have sent you, there is no mention of a division of labor between the Director and the Deputy Director as described in the 16 January 1962 letter from President Kennedy to Mr. John McCone.

I do not believe it advisable to define a division of labor, and I note that the 24 September 1965 letter from President Johnson to Admiral Raborn contained no reference to this matter.

I plan to delegate to the Deputy Director as much as I can to insure that he is fully capable to act for me in my absence. I would like to utilize the complementary experience, background, and abilities of both of us to accomplish the tasks of the Director and of the Agency.

I do not want, however, to assign full responsibility to the Deputy Director for day-to-day administration and management of the CIA. To do so would merely detract from his time to concentrate on non-routine, critical tasks. Day-to-day administration and management of the Agency is accomplished by the Executive Director-Comptroller. This is a post of particular importance in these times of economy and requirements for cost-effectiveness and studies of resource allocations. I have every confidence in Colonel L. K. (Red) White, who occupies this office.

It is my belief that the concept of a Director of Central Intelligence who tries to function wholly separated from the CIA is basically unworkable, and I presume that this accounts for the fact that President Johnson's letter to Admiral Raborn did not

- 2 -

repeat the earlier 1962 stipulation of division of labor between the Director and the Deputy Director. In any event, I find advantage in this for the reasons described above.

Let me assure you that I take with utmost seriousness my duties as Director of Central Intelligence in coordinating and guiding the work of the intelligence community. I will work hard at this task. I am confident that real improvements can be made.

I see my role as head of the Agency as of similar importance. I believe these roles are complementary, not conflicting. I want to be able to work closely with the Deputy Director in performing them both.

Cordially,

/s/ Richard Helms

Richard Helms
Director

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